Competitive Intelligence and Innovations:
An Annotated Bibliography

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Introduction and Scope

The following bibliography covers the topic of innovations in competitive intelligence. Articles refer to the extensive efforts used to gather and disseminate competitive intelligence within firms and markets. The scope of competitive intelligence allows for examination of intelligence to reveal the bigger picture at the firm level and market level. The ability to detect and monitor that information that can provide the competitive edge or identify vulnerabilities for firms in a specific market are truly valuable. The publish dates of the articles fall between 2003 and 2010. The selection of that date range denotes the emphasis placed on including current articles over a period of less than 10 years, but more than five years. The currency of articles reflects the endeavor to provide the most recent research pertaining to competitive intelligence over a range of years in the recent past. Particular significance for that feature is to highlight evolution of the intelligence-centered approach.

Description

Competitive intelligence is known as CI. It is a strategic tool by which competent and savvy managers implement intelligence methodologies and are empowered to assess prospective rivals. Competitive intelligence evolves to provide practical and timely viable solutions for a company to contend in a market domain. CI research and analysis can help a company examine global behavioral factors within markets. Gaining knowledge and insight into business practices can produce further advancements in CI tactics and policies. There is a caution that “CI alone does not promote innovation, but it provides signposts for the flow of information which can be put into circulation to stimulate innovation” (Canongia, 2004, p.300), clarifying the scope of CI.

Summary of Findings

The chosen articles each provide a novel look at competitive intelligence as it has evolved over the past decade. There have been advancements and modernizations, yet there have been some unanswered questions and original perspectives in the treatment of the subject
matter. Unique characteristics and aspects of competitive intelligence have been provided in the selection of articles.

Canongia (2004) explained that the progression of competitive intelligence is ever evolving in companies. There is a procedure of learning that evolves and changes according to the competencies. Competitive intelligence can attain distinctiveness while retaining the properties of monitoring and analyzing information.

According to du Toit (2003), the outcome of developed industry information is competitive intelligence.

More than one of the articles specified the importance of the Web in relation to competitive intelligence. As businesses do ever more corporate functions online, the need for competitive intelligence to monitor those practices increases.

While questions were raised in the articles I selected and further developments are warranted, there was an added value to each author's exploration of the topic of competitive intelligence. Highlighting certain innovations in the approach to gather, monitor, and assess the sources of information.

Bibliography


Entry 1:


**Abstract:** “This paper’s aim is to answer the vital question – ‘What are the critical factors to assess competitive intelligence (CI) performance?’ It will do this by examining the methods and techniques which link CI performance with measures of CI effectiveness in achieving organizational goals, while also focusing on bottom and top-line enhancement. Recommendations for establishing and assessing a CI performance assessment system and pitfalls to watch for are discussed. The paper concludes with implications for CI practitioners and a suggested agenda for future research.”

**Annotation:** This article discusses the importance of assessing competitive intelligence performance. Techniques are identified to provide a framework for the CI performance assessment. The article discusses issues, determining effectiveness, reasons for measuring. The article is distinct, because it mentions the lack of answers to the issues and questions raised in the area of performance assessment. There is a recommendation for further study on the matter. There is an opportunity for future development of this topic. Competitive intelligence is needed to answer questions about the shape of the environment of CI in companies.
Search Strategy: I selected PsycINFO® as a database section in Dialog. I selected PsycINFO® because of the wealth of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach and that approach led to footnote chasing. I located useful information when I searched the reference section of result 39. The article I chose was reference number 7 of result number 39 for my search string. Ulrich’s provided a URL to the journal’s current issue. After following that link, I chose to view the issue archive and select the volume and number for the journal issue. I was able to download the PDF of the article.

Database: 11:PsycINFO® [Dialog]

Method of Searching: Keyword searching and then footnote chasing

Search String: s competitive(intelligence and dt=journal article/2000:2010

120 results found for: s competitive(intelligence and dt=journal article/2000:2010 in Dialog database 11.

Result # 39: I chose reference # 7.

Scholarly/Refereed Status: I located the article by first beginning the above steps in Dialog. I used Ulrich’s to learn about the Journal of Competitive Intelligence and Management. Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. According to the journal’s verbiage in the journal issue, it is “a peer-reviewed Journal published four times a year by the Competitive Intelligence Foundation (CIF) of the Society of Competitive Intelligence Professionals (SCIP).”

URL provided by Ulrich’s: http://www.scip.org/publications/JCIMCurrentIssue.cfm

URL provided on the journal site: http://www.scip.org/Publications/JCIMArticleDetail.cfm?ItemNumber=2526

URL location of article: http://www.scip.org/files/JCIM/4.2.02.blenkhornfleisher.pdf

Entry 2:

Abstract: “This paper addresses two questions: what is the CI status on the Web in a number of selected countries and whether or not the Web can serve as a tool to monitor the development status of CI? This exploratory study involves five countries - US, Canada, UK, Japan and China - and three parts: Web presence analysis, relevance analysis, and content analysis. The results indicate the US dominance and reveal a low Web visibility of CI in Japan. This finding seems not to support the widely accepted assumption that Japan is one of the most active countries in CI.”

Annotation: This article is exceptional, because it used an experiment to document the status of CI in five countries. Webometric techniques were used to gather intelligence through tracking scholarly activity on the Web and content analysis. I found it a novel concept to be able to ascertain how many documents on the five Google sites contain a certain phrase, determine the relevancy of those documents, and categorize the types of documents. The experiment seems revolutionary to me that the authors could follow the existence of the competitive intelligence topic geographically around the world using the World Wide Web. Competitive intelligence is underscored as important in determining the nature of the Web.

Search Strategy: I selected PsycINFO® as a database section in Dialog. I selected PsycINFO® because of the wealth of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach and that approach led to footnote chasing. I located useful information when I searched the reference section of result 24. Ulrich’s provided a URL to the journal’s current issue. After following that link, I chose to view the issue archive and select the volume and number for the journal issue. I was able to download the PDF of the article.

Database: 11:PsycINFO® [Dialog]

Methods of Searching: Keyword searching and Footnote chasing

Search String: s competitive()intelligence and dt=journal article/2000:2010

120 results found for: s competitive()intelligence and dt=journal article/2000:2010 in Dialog database 11.

Result # 24: I chose reference # 20.

Scholarly/Refereed Status: I located the article through the above steps in Dialog. The article I chose was a reference for result number 24 for my search string. I used Ulrich’s to learn about the Journal of Competitive Intelligence and Management. Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. Ulrich’s provided a URL to the
Journal’s current issue. After following that link, I chose to view the issue archive and select the volume and number for the journal issue. According to the journal’s verbiage in the journal issue, it is “a peer-reviewed journal published four times a year by the Competitive Intelligence Foundation (CIF) of the Society of Competitive Intelligence Professionals (SCIP).”

URL provided by Ulrich’s: http://www.scip.org/publications/JCIMCurrentIssue.cfm

URL provided on the journal site: http://www.scip.org/Publications/JCIMDetail.cfm?ItemNumber=2543

URL location of article: http://www.scip.org/files/JCIM/3_3_jin.pdf

Entry 3:


Abstract: “The aim of this paper is to demonstrate the synergy between Competitive Intelligence, Knowledge Management and Technological Foresight, and to emphasize the proposal of a strategic model of data prospecting as a mechanism to support decision-making in regard to three approaches for sustainable development and innovation: technological, social and economic. The use of biotechnology in the development of drugs against breast cancer is the case study. The article shows the results of data and text mining in specialized medical and patent databases, identifying the most frequently cited drugs, as well as the authors of research, and the inventors of new technology at the beginning of the 21st century. In addition, the study includes reference to Brazilian competence in breast cancer area, the international trends in drugs for treatment of this cancer, leading international institutions and Brazilian competencies. A framework is presented, which could serve as a guide and support for the decisionmaking process.”

Annotation: This article approaches the topic of competitive intelligence from the field of biotechnology. This area of focus is germane and timely as it pertains to using biotechnology in developing treatments against breast cancer. The article describes bringing analysis in to recognize applied research trends concerning technological trends and research and development. Competitive intelligence is significant in the fight against diseases.

Search Strategy: I selected ABI/INFORM® as a database section in Dialog. I selected ABI/INFORM® because of the quality of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach. The article I chose was result number 11 for my search string. Ulrich’s provided an option to “Get It @ DREXEL.” A link to the journal opened a page to SciVerse®
and ScienceDirect®. On this page, I could select the volume and year option on the left side of the screen. I was able to download the PDF of the article.

Database: 15: ABI/INFORM® [Dialog]

Method of Searching: Keyword searching

Search String: s competitive(intelligence and dt=journal article/2000:2010

18 results found for: s competitive(intelligence and dt=journal article/2000:2010 in Dialog database 15.

Result # 11

Scholarly/Refereed Status: I located the article through the above steps in Dialog. I used Ulrich’s to learn about Biotechnology Advances. Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. The Elsevier site provides the following information about their “referees” as it mentions that “If possible, no more than two of the suggested four external reviewers should be located in the same country/state of the corresponding author. Also, the suggested external reviewers should not have conflict interests as co-authors in previous publications within the past five years.”

“Get It” URL:
http://ur9ep9bn4s.search.serialssolutions.com/?genre=journal&sid=BOWKER:ULRIC
HIS&title=Biotechnology+Advances&stitle=research+reviews&issn=0734-
9750&coden=BIADD

URL provided on SciVerse® and ScienceDirect®:
http://www.sciencedirect.com/science?_ob=PublicationURL&_jkey=%23TOC%2349
86%22007%23999749998%23640888%23FLA%23&_cdi=4986&_pubType=j&_auth-y&
_aclt=C000007158&_version=1&_urlVersion=0&userid=95578&md5=c0b241fa7b65ce32
a0f7b96ced845a2

Entry 4:

Abstract: “The aim of the study is to demonstrate knowledge and information management as a mechanism for developing technological foresight regarding the use of biotechnology in drugs for breast cancer. The methodology applies competitive intelligence (CI) tools to identify international trends concerning drugs for treatment and/or diagnosis, and to identify leading institutions. The study was performed by collecting, treating and analyzing information extracted from specialized databases and patent databases. Subsequently, knowledge maps were generated, which could serve to guide the development of the health sector that works in the area of breast cancer, supplying a basis for decision-making and for the construction of a vision of the future. The article shows the results of data mining in specialized medical and patent databases with regard to the use of biotechnology in the treatment of breast cancer, identifying the most frequently cited new drugs and drug combinations, as well as the authors of research (articles) and the creators of new technology (patents) at the beginning of the 21st century.”

Annotation: This article is relevant in that it is the precursor to Claudia Canongia’s later work in 2007. In this article, the author is just starting on the path of exploration to determine the relationship between biotechnology and competitive intelligence. In this article, the analysis is not as robust as it will become in the author’s 2007 work.

Search Strategy: I decided to go to the Hagerty Library website’s databases section. I clicked on “A” and selected “ScienceDirect through 1995.” In Elsevier’s SciVerse® and ScienceDirect® site, I used the author search field to find more on the author, Claudia Canongia. This was a basic search using this database so I chose to enter the proper name. I was able to download the PDF of the article for result 2.

Database: ScienceDirect®

Method of Searching: Author searching

Search String: Claudia Canongia

2 results found for: Claudia Canongia in ScienceDirect as an author

Result # 2

Scholarly/Refereed Status: I located the article through the above steps in ScienceDirect® and the article was located under the second result of Claudia Canongia as an author. Ulrich’s lists the journal as an academic/scholarly journal and lists that it is refereed. The Elsevier site provides the following information about their “referees”, “If possible, no more than two of the suggested four external reviewers should be located in the same country/state of the corresponding author. Also, the suggested external reviewers should not have conflict interests as co-authors in previous publications within the past five years.”
Entry 5:


Abstract: "Financial markets provide a forum for trading assets and money, but more fundamentally, they are about trading information. The advent of the Internet changed the trading game by making market information instantly available to many more people, spawning a large population of day traders, bloggers, and market speculators. Information generation and analysis, long the province of well-funded, large financial institutions, has become fair game for all, even people with limited means, from college students to retirees. Information in the finance Web is unstructured, leading to some frustration in getting clean data for research."

Annotation: This article is relevant in that it builds upon a previous issue's discussion of modern research about competitive intelligence. Finance web and risk impact are discussed extensively in the literature and trends and predictions are offered to identify current work areas. The author is a Management Information Systems professor and director of an Artificial Intelligence Lab at the University of Arizona.

Search Strategy: I used the Hagerty Library website's database section. I selected LISA: Library and Information Science Abstracts because of the wealth of articles it contains related to information science. Also, my instructor recommended the database to me. This was an initial search using this database so I chose a keyword approach. After selecting result 5, I consulted Ulrich's and clicked on the URL provided. That link took me to IEEE Xplore Digital Library where I could select the year and volume for my article. On page two of the article results, I could download the PDF of the article.

Database: Library & Information Science Abstracts (LISA) 1969-current [LISA: Library and Information Science Abstracts] [CSA Illumina]

Method of Searching: Keyword searching

Search String: "Competitive Intelligence" AND "Web"
96 results found for: "Competitive Intelligence" AND "Web*" in LISA: Library and Information Science Abstracts

Peer-Reviewed Journals 28

Result # 5

Scholarly/Refereed Status: I located the article through the above steps in LISA, the article was located under the "Peer-Reviewed Journals" tab. Additionally, Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. According to the journal’s website, it was “the number ten most-cited journal in electrical and electronics engineering in 2004, according to the annual Journal Citation Report (2004 edition) published by the Institute for Scientific Information.” Also, the site provides the following information, “IEEE Intelligent Systems’ peer-reviewed, cutting-edge articles cover the theory and application of systems that perceive, reason, learn, and act intelligently.”

URL provided on IEEE Xplore® Digital Library:
http://ieeexplore.ieee.org/xpl/tocresult.jsp?arnumber=5456401

URL:

Entry 6:


Abstract: “Business Intelligence (BI), a term coined in 1989, has gained much traction in the IT practitioner community and academia over the past two decades. According to Wikipedia, BI refers to the "skills, technologies, applications, and practices used to support decision making" (http://en.wikipedia.org/wiki/Business_intelligence). On the basis of a survey of 1,400 CEOs, the Gartner Group projected BI revenue to reach US$3 billion in 2009. Through BI initiatives, businesses are gaining insights from the growing volumes of transaction, product, inventory, customer, competitor, and industry data generated by enterprise-wide applications such as enterprise resource planning (ERP), customer relationship management (CRM), supply chain management (SCM), knowledge management, collaborative computing, Web analytics, and so on. The same Gartner survey also showed that BI surpassed security as the top business IT priority in 2006.”

Annotation: This article is relevant in that it communicates modern research about competitive intelligence. Web analytics and technologies are discussed extensively in the literature and correlations are made to build upon the online word of mouth topic and new-product success...
metrics. The article provides contemporary information pertaining to technological content. The article is helpful, because it sets the stage for the author’s later work in the very next issue of the journal.

**Search Strategy:** I used the Hagerty Library website’s database section. I selected LISA: Library and Information Science Abstracts because of the wealth of articles it contains related to information science. Also, my instructor recommended the database to me. This was an initial search using this database so I chose a keyword approach. After selecting result 6, I consulted Ulrich’s and clicked on the URL provided. That link took me to IEEE Xplore Digital Library where I could select the year and volume for my article. On page two of the article results, I could download the PDF of the article.

**Database:** Library & Information Science Abstracts (LISA) 1969-current [LISA: Library and Information Science Abstracts] [CSA Illumina]

**Method of Searching:** Keyword searching

**Search String:** "Competitive Intelligence" AND "Web*"

96 results found for "Competitive Intelligence" AND "Web*" in LISA: Library and Information Science Abstracts

Peer-Reviewed Journals 28

Result # 6

**Scholarly/Refereed Status:** I located the article through the above steps in LISA, the article was located under the “Peer-Reviewed Journals” tab. Additionally, Ulrich's lists it as an academic/scholarly journal and lists that it is refereed. According to the journal's website, it was “the number ten most-cited journal in electrical and electronics engineering in 2004, according to the annual Journal Citation Report (2004 edition) published by the Institute for Scientific Information.” Also, the site provides the following information, “IEEE Intelligent Systems’ peer-reviewed, cutting-edge articles cover the theory and application of systems that perceive, reason, learn, and act intelligently.”

**URL provided on IEEE Xplore® Digital Library:**
http://ieeexplore.ieee.org/xpl/tocresult.jsp?arnumber=5432249&sf=5&isnumber=5432249

**URL:** http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=5432262&isnumber=5432249
Entry 7:


**Abstract:** “Teaching methodologies and uses of competitive intelligence and competitive technical intelligence in countries where the culture and the technological level are very different from the western world cannot be implemented without a cultural understanding of the tacit local knowledge and cultural behavior of people. As an example of research-action, we have chosen two Indonesian regions: Sulawesi Utara (North Sulawesi) and Tapanuli Utara (North Sumatra). We have applied in these territories the methodology of positive turbulence coupled with Competitive Intelligence and Competitive Technical Intelligence. In this paper we analyze the cultural brakes and levers present in an Indonesian context, and then describe two different approaches to developing an action plan based on postgraduate education, in one case in an industrial city in North Sulawesi and in the other case in Cottage Industry (CI) clusters in a rural zone of North Sumatra.”

**Annotation:** This article is special, because it covers the use of competitive intelligence in a developing country. Patents are discussed as they were in both of Claudia Canongia’s articles. The article offers the perspective of local and provincial treatment of competitive intelligence. Development of the model is expressed.

**Search Strategy:** I selected ERIC File 1 as a database section in Dialog. I selected ERIC because of the concentration of the articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach. The article I chose was result number 5 for my search string. Ulrich’s provided an option to “Get It @ DREXEL.” I selected the resource, Education Research Complete. On the EBSCO page, I searched for the following: JN “Education for Information” and DT 20040601. 4 Results appeared and I chose the 3rd result and clicked on PDF to obtain the Full Text.

**Database:** ERIC [Dialog]

**Method of Searching:** Keyword searching

**Search String:** s Competitive()Intelligence

33 results found for: s Competitive()Intelligence in ERIC

Result # 5
Scholarly/Refereed Status: I located the article through the above steps in ERIC. After obtaining the article on EBSCO, I consulted Ulrich's. Ulrich's lists it as an academic/scholarly journal and lists that it is refereed. According to the journal's website, the journal "includes refereed full-length articles and short communications on matters of current concern to educators and practitioners alike."

"Get It" URL: http://ur9ep9bn4s.search.serialssolutions.com/?genre=journal&sid=BOWKFR:ULRICHHS&title=Education+for+Information&issn=0167-8329&coden=EMEDQQ&

URL in EBSCO: http://web.ebscohost.com/ehost/resultsadvanced?hid=106&sid=52fc019a-c88f-48dc-ac2c-07c4bad149a0%40sessionmgr114&vid=8&HistoryItemID=55&bquery=(IN+"Educatio n+for+Information"%22+AND+DT+"20040601")&bdata=ImRiPWVoaCZfbGkwPVJWJmNsdjA9WSZtGksxPVNPImsdJ9RWRlY2F0aW9uK2ZvciJlbmZwcm9zcHdGlwbiZjbGkyFVBUCDMmY2x2MiIoaUFQrQWNhZGVtaWMt5m91cm5hbCkmdHlwZT0xNnpdGfU9ZWhvc3QtbG12ZQ%3d%3d#resultListAnchor

URL: http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?hid=106&sid=52fc019a-c88f-48dc-ac2c-07c4bad149a0%40sessionmgr114&vid=9

Entry 8:


Abstract: "In an unstable environment, enterprises are gradually realizing that there should be major changes in how they deploy their strategic resources to compete in the knowledge economy. In this paper, the role of competitive intelligence in South African manufacturing enterprises is examined. The difference between the industrial and the knowledge economy and the competitive intelligence function in an enterprise is explained. The manufacturing industry is the biggest industry in South Africa and in a previous study by the researcher it was found that only 44% of manufacturing enterprises in South Africa collected information on competitors. It was therefore decided to do a follow-up study and to determine the importance of competitive intelligence in the strategic management process of these enterprises, to find out where and how the enterprises obtain information on competitors and the use of competitive intelligence systems in these enterprises."

Annotation: This article is pertinent to the overview of competitive intelligence, because it discusses the discipline is emerging. In order to provide scope to the range of articles included in the perspective, this article provides a foundation. It discusses competitive intelligence in South Africa and is the second article that has an older publish date to discuss competitive intelligence initiatives in a foreign country.
Search Strategy: I selected ABI/INFORM® as a database section in Dialog. I selected ABI/INFORM® because of the quality of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach. After I found a different article in ScienceDirect®, I clicked on the “Related articles” feature on the site. The article I chose was result number 2 of 18, 202 in ScienceDirect®. A page for the record commenced and I was able to download the PDF of the article.

Database: 15: ABI/INFORM® [Dialog]

Method of Searching: Keyword searching and Browsing

Search String: s competitive()intelligence and dt=journal article/2000:2010

18 results found for: s competitive()intelligence and dt=journal article/2000:2010 in Dialog database 15.

Result # 11 led me to “Related articles” and then to result 2 of 18,202

Scholarly/Refereed Status: I located the article through the above steps in Dialog. I used Ulrich's to learn about the International Journal of Information Management. Ulrich's lists it as an academic/scholarly journal and lists that it is refereed. The Elsevier site provides the following information about the journal to say that it "is an international, peer-reviewed journal which aims to bring its readers the very best analysis and discussion in the developing field of information management."

Entry 9:


Abstract: “The intersection and common elements of the fields of knowledge management (KM) and competitive intelligence (CI) are receiving growing attention, particularly in the latter discipline. Not only are the two areas similar in terms of managing knowledge resources, albeit of different types in most cases, but the presence of competitive intelligence activities begs the question of how widely knowledge assets should be developed and shared, as well as how and whether said assets should be protected. One framework for developing a strategy to balance knowledge development with knowledge protection suggests that there are specific risks (knowledge management or KM Risk and competitive intelligence or CI Risk) that move in alternate directions as knowledge is developed and shared more widely. Previous work has measured KM potential/risk and CI risk in a variety of industries, theoretically providing
industry participants with a tool to more strategically develop and protect knowledge assets. This paper continues that work, including not only the industry evaluations but in-depth analyses of firms within those industries, allowing for even deeper insights concerning optimal KM/CI strategies. These insights are drawn from evaluation of the circumstances surrounding each industry and representative firm, including the nature of the knowledge assets (explicit/tacit), their complexity, and their specificity (stickiness). In a sense, this is an illustrative study, providing a template for how an individual firm can evaluate its own circumstances and better manage its knowledge assets. This paper provides another step forward in establishing a framework to help firms in discovering optimal strategies for developing and protecting knowledge by extending the discussion from industries to specific firms. Continuing to draw on the same framework that defines the KM and CI tradeoff, this paper examines illustrative firms in each KM/CI situation, reviewing their circumstances and their relative place in the industry vis a vis KM and CI. From this result, we can continue to develop and refine theory and practice concerning how and when KM is practised as well as how and when CI activities are deployed and defended.

Annotation: This article is appropriate, because it discusses the dilemma of competitive intelligence being an advantage or a liability. The subject of risk is explored in this article. The circumstances to achieve successful competitive intelligence are identified as needing further exploration. This topic distinguishes the article. It is rather a timely article to discuss risk in the corporate climate.

Search Strategy: I selected PsycINFO® as a database section. I selected PsycINFO® because of the wealth of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach. The article I chose was a reference for result number 11 for my search string. Ulrich’s lists a URL that took me to the journal’s website. I clicked on the left side on “Archive.” I clicked on Issue 2/June 2009 and was taken to a page where I could download the PDF of the article. The article was located as the fifth article down the page.

Database: 11:PsycINFO® [Dialog]

Methods of Searching: Keyword searching

Search String: s competitive(intelligence and dt=journal article/2000:2010

120 results found for: s competitive(intelligence and dt=journal article/2000:2010 in Dialog database 11.

Result # 11
Scholarly/Refereed Status: I located the article through the above steps in Dialog. Dialog lists the journal as a “Peer Reviewed Journal” for the Publication Type. Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. According to the journal’s website, it reviews all papers as “double blind reviewed.” Also, the site mentions that “the journal contributes to the development of both theory and practice in the field of knowledge management. The journal accepts academically robust papers, topical articles, communications, book reviews and case studies that contribute to the area of research in, and practice of knowledge management.”

URL: http://www.ejkm.com

Entry 10:


Abstract: “This paper utilizes the resource-based framework to argue the relevant value of the competitive intelligence function as a source of competitive advantage, its impact on the strategy process and ultimately its relationship to the performance of the firm. The framework provided highlights possible relationships that can be empirically evaluated to assess the value of the competitive intelligence function to future firm performance.”

Annotation: This article is germane in that the author possesses impressive credentials, such as a Ph.D. in International Business/Strategic Management from Temple University. Interestingly, she served as a Foreign Service Officer in Washington, D.C. at the beginning of her international economic analysis career. The author provides a direct approach in her writing style that is easy to read. Her viewpoint of competitive intelligence offers a essential, practical take on the subject.

Search Strategy: I selected PsycINFO© as a database choice. I picked PsycINFO© because of the wealth of articles it contains related to competitive intelligence. This was an initial search using this database so I chose a keyword approach. The article I chose was a reference for result number 24 for my search string.

Database: 11:PsycINFO© [Dialog]

Methods of Searching: Keyword searching and Browsing

Search String: s competitive intelligence and di=journal article/2000:2010
120 results found for: a competitive intelligence and dt-journal article/2000:2010 in Dialog database II.

Result # 24: I chose reference # 20.

Scholarly/Refereed Status: I located the article through the above steps in Dialog. Ulrich's lists it as an academic/scholarly journal and lists that it is refereed. I used Ulrich's to learn about the Journal of Competitive Intelligence and Management. Ulrich's lists it as an academic/scholarly journal and lists that it is refereed. Ulrich's provided a URL to the journal's current issue. After following that link, I chose to view the issue archive and selected the volume and number for the journal issue. According to the journal's verbiage in the journal issue, it is "a peer-reviewed Journal published four times a year by the Competitive Intelligence Foundation (CIF) of the Society of Competitive Intelligence Professionals (SCIP)."

URL: http://www.scip.org/Publications/JCIMDetail.cfm?ItemNumber=2543
     http://www.scip.org/files/JCIM/3.3_jin.pdf

Entry 11:


Abstract: "A great challenge for today's companies is not only how to adapt to the changing business environment but also how to gain a competitive advantage from the way in which they choose to do so. As a basis for achieving such advantages, companies have started to seek to improve the performance of various operations. Forecasting is one of them; it is important to firms because it can help ensure that effective use of resources is made. In the market there are a number of off-the-shelf system products, which provide forecasts. The new trend, of moving traditional software packages to Web services, has pushed forecasting to a new dimension, named by the authors as "e-forecasting". In this paper, a first approach to e-forecasting is made by throwing light on several aspects and a survey is presented which aims at identifying existing Web forecasting services. [PUBLICATION ABSTRACT]"

Annotation: This article is unique in that it examines today's business environment and suggests forecasting provides competitive advantage. E-forecasting is discussed extensively in the literature and the need for e-forecasting relates to the survey findings of forecasting services.

Search Strategy: I used the Hagerty Library website's database section. I selected LISA: Library and Information Science Abstracts because of the wealth of articles it contains related to information science. Also, my instructor recommended the database to me. This was an initial search using this database so I chose a keyword approach. Ulrich's
provided an option to "Get It @ DREXEL." I selected the resource, ABI/INFORM Complete. On the ProQuest page, I searched for the following:

"competitive intelligence"
Source type: Scholarly journals
Language: English
Publication title: Information Management and Computer Security
6 results appeared and I chose the 3rd result and clicked on PDF to obtain the Full Text.

Database: Library & Information Science Abstracts (LISA) 1969-current [LISA: Library and Information Science Abstracts] [CSA Illumina]

Method of Searching: Keyword searching

Search String: 'Competitive Intelligence' AND "Web*"

96 results found for "Competitive Intelligence" AND "Web*" in LISA: Library and Information Science Abstracts

Peer-Reviewed Journals 28

Result # 22

Scholarly/Refereed Status: I located the article through the above steps in LISA, the article was located under the "Peer-Reviewed Journals" tab. Additionally, Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. Ulrich’s provided a URL to the journal's current issue. According to the journal’s website, it is “a link between scholarly research and reflective professional practice so that both are informed and enhanced.” Also, the author guidelines page provides the following information about the review process, “Each paper is reviewed by the Editor and, if it is judged suitable for this publication, it is then sent to two referees for double blind peer review. Based on their recommendations, the Editor then decides whether the paper should be accepted as is, revised or rejected.”

URL: http://www.emeraldinsight.com/info/journals/imcs/imcs.jsp

"Get It" URL:
URL: http://search.proquest.com/results/12E2749C1332AF6AFA5/1/$5bqueryType$53dadvanced;OSS3b+sortType$53drelevance$53b+searchTerms$53d$I5b$53cAND%7CcitationBodyTags$22competitive+intelligence$22$3e$5d$I5b$53b+searchParameters$53d$I5b$53dORI5GINEMPTY+ScholarlyJournals,+chunkSize$53d$50,+additionalNavigators$3dsourceTypenav.objecttypenav.languageav$28filter$3d200S20S20S20F$29,+ftblock$3d194000+1+194000,+fieldLimiters-language$3d$22ENG$22S7d$3b+metaData$3d$7bUsageSearchMode$3dAdvanced,+dbs-elections$3d$allAvailable,+siteLimiters$3d$sourceTypetype+Language$7d$5d?accountid=10559

Entry 12:


Abstract: "Internet has been a major source to acquire enterprise competitive intelligence. But what types of competitive intelligence are hidden in the Internet? This paper presents an answer to this question. In this article, a conceptual framework to represent the competitive intelligence in the Internet is introduced. The basic idea is to use an entity-oriented method to capture the semantics of the competitive intelligence in the Internet. Traditional approaches regard the competitive intelligence in the Internet as a set of Web pages, which leads to a large amount of manual processing work. Oppositely, we represent them as a set of entities, and further design two types of entities, namely the entities about competitors and those about competition environment. Moreover, the detailed semantics of each entity are discussed. We develop formal approaches to represent these types of competitive intelligence. As a result, a conceptual model for the competitive intelligence in the Internet is proposed, which gives an explicit description for the competitive intelligence in the Internet. Finally, a case study to demonstrate the feasibility of our conceptual model is explained. The results show that it is feasible to use the proposed conceptual model to capture the semantics of the competitive intelligence in the Internet."

Annotation: This article is relevant in that it was recently published last year. Conceptual modeling is explored in the article. This article is unique, because it displays theoretical construct models to the topic of competitive intelligence. The use of a flow chart was interesting in this article.

Search Strategy: I used the Hagerty Library website’s database section. I selected Library journal (1976) (0363-0277) from 02/01/2002 to present in Open J-Gate. Open Access because I wanted to find a Full Text version of the article. This was an initial search using this database so I chose a keyword approach. I didn’t see the journal issue date, so I did an advanced search for competitive intelligence in Open J-Gate
selecting the peer-reviewed journals option. I received 156 results from this search.
Search Term(s): competitive intelligence
Results Matched: 156
Search Field(s): All Fields
Period: All Years
Subject(s): All Subjects
Records Per Page: 10

Result #8

Database: ERIC [Dialog]

Method of Searching: Keyword searching

Search String: Using Dialog results...

Result #4 in ERIC
I looked in the Journals on the Hagerty Library site.

Library journal (1976) (0363-0277)
from 02/01/2002 to present in Open J-Gate Open Access

I didn’t see the journal issue date, so I did an advanced search for competitive intelligence in Open J-Gate selecting the peer-reviewed journals option. I received 156 results from this search.
Search Term(s): competitive intelligence
Results Matched: 156
Search Field(s): All Fields
Period: All Years
Subject(s): All Subjects
Records Per Page: 10

Result #8

Scholarly/Refereed Status: I located the article through the above steps in ERIC. Ulrich’s lists it as an academic/scholarly journal and lists that it is refereed. According to the journal’s website, it is “a scholarly peer-reviewed international scientific journal focusing on theories, methods, and applications in software. It provide a high profile, leading edge forum for academic researchers, industrial professionals, engineers, consultants, managers, educators and policy makers working in the field to contribute and disseminate innovative new work on software.”

Conclusion and Personal Statement

I have enjoyed learning about competitive intelligence while compiling sources to include in my annotated bibliography. I have been able to dispel some misconceptions that I had about competitive intelligence. For example, I misguided interpreted the concept of competitive intelligence as on par with counter terrorism and corporate fraud prevention activities. As I read through the articles I retrieved, I identified the disparate pieces of information in my mind from that of what I had collected. I sorted through information about detection of fraudulent activities, surveillance, privacy violations, security breaches, and suspected unethical behavior. There was content about malicious intent, fending off perpetrators, and identifying emerging threats.

It was interesting to note the various methods that competitive intelligence has been used in different markets. While conducting my searches, I came across many results for articles published in the 1990’s. Yet, I did not want to include them in my selection, because my aim was to keep the focus on a more recent assortment of article items. My endeavor was to offer a relevant treatment of the subject matter, while presenting a collection of article sources that contributed variety, relevancy, originality, significance, and validity. I have featured my findings in an attempt to synthesize them clearly, succinctly, and accurately. I found it interesting that I was able to include two articles written by Claudia Canongia and two articles written by Hsinchun Chen. Those two authors cropped up in my research as both producing more than one informative article about competitive intelligence.

I have used a diverse array of database offerings available through Drexel University’s Hagerty Library for this literature review. Also, I’ve accessed online information resources, like the Dialog database, that I could not otherwise had access to without my term-temporary access codes. I have gained exposure to searching in many different databases that I never knew existed before taking the graduate program level course, INFO 522: Information Access & Resources, this term. Additionally, I have navigated through e-journals I had never heard of previously. I am grateful for the opportunity I had to use the library resources to research this annotated bibliography project. Specifically, the techniques I have learned in this class have helped me to plan, implement, and adjust my searches. I found that fine-tuning the search strategy can aid in developing my search skills. I attempted to improve my recall and precision by narrowing my search strings. Yet, I needed to keep some search strings more broad to retrieve the results. I practiced evaluating my results to make sure that they were from peer-reviewed journals to lend reliability to my research. While evaluating my sources, I tried to weed
out any user studies from my results. When I evaluated my sources, I tested them for relevancy and currency. I wanted to make sure that the articles that I chose pertained to my subject matter and that they provided current information.

While questions were raised in the articles I selected and further developments are warranted, there was an added value to each author’s exploration of the topic of competitive intelligence. Highlighting certain innovations in the approach to gather, monitor, and assess the sources of information.

I certify that:

- This assignment is entirely my own work.
- I have not quoted the words of any other person from a printed source or website without indicating what has been quoted and providing an appropriate citation.
- I have not submitted this assignment to satisfy the requirements of any other course.

Signature: Maura Wiswall  
Date: March 16, 2011

3/16/2011

X Maura Wiswall
Maura Wiswall  
Events Administrator